



1ST ANNUAL SIOP LEADING EDGE CONSORTIUM

**LEADERSHIP AT THE TOP:
THE SELECTION, GLOBALIZATION,
AND ETHICS OF EXECUTIVE TALENT**



CONSORTIUM CO-CHAIRS
LEAETTA M. HOUGH, GENERAL
ROB SILZER, PRACTICE
DAVID P. CAMPBELL, SCIENCE

THE WESTIN ST. LOUIS
OCTOBER 28-29, 2005



From the Consortium Co-Chairs...



Welcome to the 1st Annual SIOP Fall Consortium! We have gathered a stellar lineup of speakers representing the vanguard of thought on the topic of executive talent. This event, presented by the Society for Industrial and Organizational Psychology, is designed not only to present leading-edge knowledge about the science and practice of executive talent but also to establish the framework for ongoing collaborations. It has been our pleasure to serve as co-chairs for this important event, and we hope you will find it an engaging and synergistic meeting. We especially thank our presenters for being with us and also you, the attendees, for contributing your thoughts, ideas, and energy to this consortium.

Your Consortium Co-Chairs:
Leaetta M. Hough, General Chair
Rob Silzer, Practice Chair
David P. Campbell, Science Chair

What is SIOP?

The Society for Industrial and Organizational Psychology is a Division within APA that is also an organizational affiliate of APS. The Society's mission is to enhance human well-being and performance in organizational and work settings by promoting the science, practice, and teaching of industrial-organizational psychology. Towards this end, SIOP:

- Supports SIOP members in their efforts to study, apply, and teach the principles, findings, and methods of industrial-organizational psychology
- Provides forums for industrial-organizational psychologists to exchange research, insights, and information related to the science, practice, and teaching of industrial-organizational psychology
- Identifies opportunities for expanding and developing the science and practice of industrial-organizational psychology
- Monitors and addresses challenges to the understanding and practice of industrial-organizational psychology in organizational and work settings
- Promotes the education of current and future industrial-organizational psychologists
- Promotes public awareness of the field of industrial-organizational psychology





SIOP would like to thank and recognize the 2005 Fall Consortium sponsors.

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A Word About the Topical Dinners

Topical dinners will take place Friday evening after our reception at a number of off-site restaurants. The restaurants and topics are listed on sign-up sheets that will be available throughout the day Friday. Please sign up for your choice in a timely fashion to assist us with reservations and to ensure a spot at your first choice. Seating is limited and you will be responsible for the cost of dinner. Several restaurants are within walking distance. Transportation will be provided to those not within walking distance.

This event is being coordinated by Destinations St. Louis.

Thursday, October 27, 2005

Registration: 4:00–8:30 p.m., Lobby

Friday, October 28, 2005

Registration: 7:00–9:30 a.m., Lobby

Program: 8:30 a.m.–5:40 p.m., Promenade Ballroom

Reception: 5:40 p.m.–7:00 p.m., Promenade Ballroom

Topical Dinners: 7:00 p.m.

Pastries and Coffee

7:00–8:30 a.m., Promenade Pre-Function

Welcome and Introduction

8:30–8:45 a.m., Promenade Ballroom—SIOP President Leaetta Hough

Keynote Address

8:45–9:15 a.m., Promenade Ballroom

Mirian Graddick-Weir—Executive Vice President for Human Resources, AT&T

Managing Executive Talent During the “Perfect Storm”: Lessons Learned from the Top Deck

Under the best of circumstances, managing executive talent is challenging. But imagine doing it from the captain’s deck of a major corporate icon as it navigates through an unparalleled transformation and an industry implosion that some have dubbed “The Perfect Storm.” This keynote will explore lessons learned on the selection and development of executive talent during major organizational transitions and the impact that different CEOs can have on the management of executive talent systems. The speaker will also address the role of our profession in influencing key decision makers as they guide their organizations through change in fiercely competitive marketplaces.

Module 1—Selection

9:15–10:15 a.m., Promenade Ballroom—Moderator: Rob Silzer

David Nadler—Chairman and CEO, Mercer Delta

CEO Succession and the Board—The Evolving Nature of the Process

Because of fundamental changes in the nature of corporate governance in the U.S. and the trend towards shorter CEO tenure, the whole process of CEO succession has been changing. The Board, long a passive spectator of the succession process, has now moved to become an active participant, and in many cases the driver of the process. This presentation reports on a study of current best practices of Boards related to succession sponsored by the National Association of Corporate Directors (NACD) and Mercer Delta Consulting. The results of a study of approximately 25 nominated best practices companies/boards will be discussed, and implications for CEO succession identified.

Bob Muschewske—Senior Vice President, Personnel Decisions International

CEO Selection: Increasing the Odds of Making the Right Choice

As boards of directors continue to take full accountability for selection of the next Chief Executive Officer, they realize that they often do not have sufficient quality information with which to make what is arguably their most important decision. The costs of making the wrong decision are enormous. Increasingly boards are turning to I-O professionals to assist them in developing fact-driven processes that will assist them in making the selection decision. The tools and methods we possess for assessing the needs of the organization and for assessing candidates are providing value to boards. Nevertheless, we need to mobilize our efforts as both scientists and practitioners in taking our science and our art to the next level of effectiveness. Increasing the odds of making the right choice will provide value to all stakeholders.

Seymour Adler—Senior Vice President, Consulting Services, Aon Consulting

Assessing Executives Around the Globe: Balancing Standardization and Customization

Global organizations face unique challenges in assessing senior executives around the world. On the one hand, standardized assessment processes uniformly administered allow for the direct comparison of executives from different regions in making promotion, deployment and talent management decisions. On the other hand, local customization of assessment processes may be critical to creating a credible participant experience and enhancing the validity of the assessment. We will describe a global executive assessment process deployed in a Global 500 organization that attempts to balance standardization and customization through the combination of centrally- and remotely-delivered tools and on-site assessment procedures.

Rich Arvey—Professor, University of Minnesota

The Role of Genetics and Environment in Shaping Leadership Role Occupancy

Independent samples of male and female twins were used to estimate the degree to which genetics are associated with leadership role occupancy. We show that genetics plays an important role in whether individuals move into positions of formal leadership and authority. In addition, specific developmental and environmental components are also independently associated with this same leadership occupancy. Implications are developed and discussed.

Break

10:15–10:30 a.m., Promenade Pre-Function

Selection Panel Discussion—Moderator: Rob Silzer

10:30–11:00 a.m., Promenade Ballroom

Module 2—Executive Success

11:00 a.m.–12:00 p.m., Promenade Ballroom—Moderator: Davi Campbell

Rob Silzer—Managing Director, Human Resource Assessment and Development

Playing Three Dimensional Chess: The Complexity of Executive Success

The approach to the selection and development of executive leadership has emphasized identifying the skills and abilities of the leader. However the rate of executive success is still moderate. The key may be to more accurately identify the situational variables that contribute or detract from that success and then closely match executives to those situations. The match needs to occur on several levels over time and typically needs to be a two way match.

Learning Objectives

- Understand the range of situational and contextual variables that impact executive success
- Understand why some leaders are not good matches for particular executive assignments
- Appreciate the complexity of improving the executive success rate

Rob Kaiser—Partner, Kaplan Devries, Inc.

S. Bartholomew Craig—North Carolina State University

How is Executive Success Different?

Thanks to the book, *The Leadership Pipeline*, talent professionals are more mindful of how performance requirements change as managers climb the corporate ladder. This study supports this notion by identifying differences in the behaviors that predict the overall effectiveness of supervisors, middle managers, and executives (N = 2,175 from 15 different industries). The results show dramatic changes in what it takes to succeed at different levels and reveal how freshly minted executives can have 20-plus years of career success working against them. Understanding this conundrum can help you prepare, facilitate, and assimilate upwardly mobile managers and minimize derailment, turnover, and disastrous performance.

Allen Kraut—Professor of Management, Baruch College, and President, Kraut Associates

A Powerful and Simple Way to Predict Executive Success: Results From a 25-Year Study of Peer Evaluations

A 25-year study found that peer evaluations strongly predicted executive success in pay, performance appraisal, and promotion to the highest levels. Simply nominating the most highly regarded peers turns out to be just as accurate as the more complex method of comparatively rating all peers. The advantages, and barriers, to using peer evaluations are discussed.

Deniz Ones—Professor, University of Minnesota

Personality of Executives and Managers: Career Interests, Choice, Progression, and Success

The idea that personality predicts the type of jobs individuals gravitate towards and succeed in is a central theme in both vocational and occupational as well as in industrial, work, and organizational psychology. The role of personality in four areas will be explored. Which personality attributes (1) relate to interests in management in general and interests in executive jobs in particular; (2) distinguish between managers and executives; (3) relate to progressing across managerial levels and rising to executive positions; and (4) predict executive job performance? Broad-based empirical data is offered in support of assessing personality in executive talent identification, selection and placement.

**Influences Panel Discussion—Moderator: David Campbell
12:00–12:30 p.m., Promenade Ballroom**

**Lunch with Small Group Discussion
12:30–1:30 p.m., Cupples Ballroom A, B, C**

**Lunch Summaries—Moderator: Co-Chairs
1:30–2:00 p.m., Promenade Ballroom**

Module 3—Globalization

2:00–3:00 p.m., Promenade Ballroom—Moderator: Leaetta Hough

David P. Campbell—Senior Fellow, Center for Creative Leadership

Globalization or Not: The Basic Dynamics of Leadership are Timeless and Universal

Granted that “globalization,” however defined, has speeded up the pace of organizational life, leaders still must continue to focus on the basic tasks: vision, attracting and developing talent, acquiring and managing resources, protecting their flanks with diplomatic alliances, among others. Technologies may change, borders may shift, languages may become either dominant or disappear completely, new political systems may emerge, epidemics may swoop through unfortunate populations—all of these have happened before without changing the necessary concerns of leaders. The timeless aphorisms are still timeless: “Time is money,” “Health is paramount,” and “Friends come and go but enemies accumulate.”

Mansour Javidan—Director, Garvin Center for Cultures and Languages of International Management at Thunderbird, The Garvin School of International Management

National Culture and Leadership: Findings from GLOBE Project

Based on a survey of over 17,000 managers representing over 950 corporations in 62 cultures, the presentation will show the theoretical and empirical linkage between culture and leadership. It will show universally desirable and universally undesirable leadership attributes as well as those that are culturally contingent. It will also show the empirically verified relationship between cultural values and leadership attributes.

**George Hollenbeck—Principal, Hollenbeck Associates
Morgan W. McCall, Jr.—University of Southern California**

Extreme Makeover: Becoming a Global Executive

What IS a global executive and what experiences does it take to become one? Is becoming global a “walk in the park” or whitewater rafting? How does a “wired world” make becoming and being a global executive easier and more difficult? We will present results from our studies of global executives and the implications for global leadership and global leadership development.

Doug Reynolds—Vice President, Assessment Technology, Development Dimensions International

High Performing CEOs in Asia

This presentation will describe a unique research project that evaluated the performance of CEOs of leading Asian corporations. Participants in this study were selected to reflect market-leading companies based in Asia. The performance model for Asian CEOs will be reviewed and data collected directly from CEOs in this challenging leadership environment will be shared. Comparisons will be drawn between CEOs in different Asian cultures and with senior executives operating in non-Asian countries.

**Globalization Panel Discussion—Moderator: Leaetta Hough
3:00–3:30 p.m., Promenade Ballroom**

**Break
3:15–3:30 p.m., Promenade Pre-Function**

Keynote Address

3:30–4:00 p.m., Promenade Ballroom

Bill Mobley—President and Managing Director, Mobley Group Pacific, and Professor of Management, China Europe International Business School

Some Fallacies, Fables, Fung Shui and Fundamental Truths of Leading Internationally

The selection, assignment and development of international leaders is too frequently based on faulty assumptions and models, or no model at all. We do know more about these issues than we generally apply. We will explore some of inadequacies of our current models and practices, and suggest some ways forward.

Module 4—Ethics

4:00–5:30 p.m., Promenade Ballroom—Moderator: David Campbell

Jack Wiley—President and CEO, Gantz Wiley Research

Ron James—President and CEO, Center for Ethical Business Cultures

Ethics and Leadership: Shaping Your Corporate Culture

Why are there continuing ethical breakdowns and high profile prosecutions in the face of massive legislative and regulatory changes aimed at curbing abuses? What's really going on inside of the corporate culture and what's the role of leadership in shaping it? Does ethical behavior actually benefit the organization, or is just the right thing to do? Jack Wiley (President and CEO of Gantz Wiley Research) and Ron James (President and CEO of the Center for Ethical Business Cultures) will provide keen insight into this landscape and engage participants in an experience that highlights the challenges.

Evaluations and Dinner Assignments—Moderator: Rob Silzer

5:30–5:40 p.m., Promenade Ballroom

Reception

5:40–7:00 p.m., Promenade Ballroom

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Topical Dinners

7:00–10:00 p.m., Various St. Louis restaurants

Saturday, October 29, 2005

Registration: 7:00–8:30 a.m.

Program: 8:30 a.m. to 3:00 p.m.

Pastries and Coffee
7:00–8:30 a.m., Promenade Pre-Function

Dinner Summaries—Moderator: Co-Chairs
8:30–9:00 a.m., Promenade Ballroom

Module 5—Development

9:00–10:00 a.m., Promenade Ballroom—Moderator: Leaetta Hough

Alec Levenson—Research Scientist, Center for Effective Organizations, Marshall School of Business, University of Southern California

Measuring and Maximizing the Impact of Executive Coaching

Executive coaching has proliferated in recent years despite a lack of evidence on business impacts. This session will report out the results from two studies: one measuring organizational-level impacts, the other measuring business impacts at the individual level. In today's complex organizations, executives' performance depends on factors both within and beyond their control. The studies' results identify both the potential and limitations of coaching to improve business results, including insights into the types of executives and coaching engagements that can best leverage coaching.

Col. Thomas A. Kolditz—U.S. Army, head of the Behavioral Science and Leadership department, U.S. Military Academy-West Point

Building a Bench of Generals: In Extremis Leadership and the “Net Effect” of War

Leader developers are responding to two powerful influences on how senior military leaders develop: adaptation to the Global War on Terror, and technocultural innovations that support progressive forms of development. In contrast to Cold War paradigms, leader development during war places unprecedented focus on adaptability and the psychological underpinnings of leading with life-or-death consequences. Simultaneously, an increase in military operating tempo in a technology-rich environment has led to increasing executive interest in online development, communities of practice, and career-long assessment and development strategies. The aim—to build a bench of uniquely talented, high-performing colonels and generals.

Steffen Landauer—Managing Director, Goldman Sachs/Pine Street Leadership Development Group

Integrating Leadership Development Into the Business: A Case Study From Goldman Sachs

Leadership development efforts can be enhanced and accelerated through close connection with the core business of a firm. This is a cornerstone of Goldman Sachs' Pine Street leadership development program, which seeks to build such connections through partnership with line leaders at both strategic and tactical levels. We will outline some of the key initiatives being pursued along these lines at Goldman Sachs, including action learning programs for high potential leaders, joint leadership training programs for Goldman Sachs leaders and their clients, and leadership advisory services for leaders and their intact teams.

Betty Silver—Director, SAS University

Executive Development from Concept to Reality

Learn how the world's largest privately held software company is creating a sustainable learning organization. Executive development at SAS has been built with an overall strategy of strategic partnership, alignment of business goals and a focused effort of growing internal leaders. What was merely an idea for executive development in late 2003 has now become a reality for changing the way we do business in 2005.

Break
10:00–10:15 a.m., Promenade Pre-Function

Development Panel Discussion—Moderator: Leaetta Hough
10:15–10:45 a.m., Promenade Ballroom

Module 6—Integrated Executive Talent Management

10:45 a.m.–12:00 p.m., Promenade Ballroom—Moderator: Rob Silzer

Mary Mannion Plunkett—Vice President, Learning Management, BP *Will the Reward System Catalyze or Cannibalize an Integrated Executive Development Framework?*

BP's commitment to executive capability is highlighted by its new Executive Reward process which integrates "what" is achieved with "how" it is achieved. Specifically, 25% of an executive's bonus is linked to a set of "Behavioural Expectations" identified by the Group Chief Executive and his senior team. Feedback from an individual's direct reports and peers contribute to decision making processes relative to reward allocation. The discussion will highlight results from an initial pilot, activities underway to support Group-wide year-end implementation, and lessons learned thus far in the journey towards an integrated Executive Development framework.

Ben Dowell—Vice President, Talent Management, Bristol-Myers Squibb Company

The Strategic Allocation of Executive Talent Management Resources

The resources that can be applied to the development of executive talent, whether the resource is the time of senior executives, financial and/or the staff supporting executive talent management are all constrained. This presentation discusses from an applied perspective the integration of the various levers that can be pulled to effectively manage executive talent and approaches to choosing where and how to apply the resources available.

Keynote Address

12:00–12:30 p.m., Promenade Ballroom

Jeff Sonnenfeld—Founder, President, and CEO, The Chief Executive Leadership Institute of Yale University, and Associate Dean of Executive Programs, and Lester Crown Professor-in-the-Practice of Management, Yale School of Management

The Character of Leadership & Governance: Board Culture, Succession, and CEO Leadership

Recent governance failures of major corporations has been overly critiqued as failures in legal guidelines, regulatory enforcement, and accounting misunderstandings. This has led to solutions which miss the key decision making of firms. Too much of the discussion on board governance reform has migrated towards simplistic board structure recipes and negative misleading metrics in the form of rigid checklists. We examine the profound role of social personal leadership actions, group values, and execution.

Lunch with Small Group Discussion
12:30–1:30 p.m., Cupples Ballroom A, B, C

Lunch Summaries—Moderator: Co-Chairs
1:30–2:00 p.m., Cupples Ballroom A, B, C

Future Networking—Moderator: Co-Chairs
2:00–2:30 p.m., Cupples Ballroom A, B, C

Overview Comments—Moderator: David Campbell

David Campbell
2:30–2:45 p.m., Cupples Ballroom A, B, C

Closing Remarks—Moderator: Leaetta Hough
2:45–3:00 p.m., Cupples Ballroom A, B, C



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